

# The Servant Leader

A practical course to apply servant leadership





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# A Global Leadership Crisis

Poor and ineffective leadership is evident everywhere in business and society today, which results in negative consequences for people, business, society, as well as the environment. Millions are spent on leadership development worldwide, but the negative effects of poor and ineffective leadership remain evident. Some scholars blame the education process and suggest we should use alternative ways to train leaders. Others are of the opinion that the world is changing too fast to keep up with the leadership demand.

Perhaps the root cause of the problem is not the education process, nor the fast-changing world, but rather the leadership practice that is taught in business schools, universities, schools, and companies. Business, society, and people are in dire need of a more effective and comprehensive leadership practice, namely servant leadership.

## Servant Leadership

Servant leadership is an integrative leadership theory, meaning that it includes leadership traits, leadership behaviors (or styles), and leadership contingency variables that are all relevant for effective leadership. Servant leadership includes dimensions of all other leadership theories and styles but is different and truly unique because it includes (1) a heart-dimension of leadership, (2) it has a people-first philosophy and (3) it aims to create value for multiple stakeholders (customers, employees, suppliers, shareholders, society, and the environment). Servant leadership also includes other leadership dimensions that are absent from any other leadership theory, such as compassion and humility, and has proven to provide significant positive results for people, teams and organizations.

*“Servant leadership is a comprehensive leadership practice that starts with an intent to serve that flows into a set of leadership principles and practices to empower people, to build effective, sustaining, and significant organizations and to create a humane society.”*

*Coetzer (2019)*

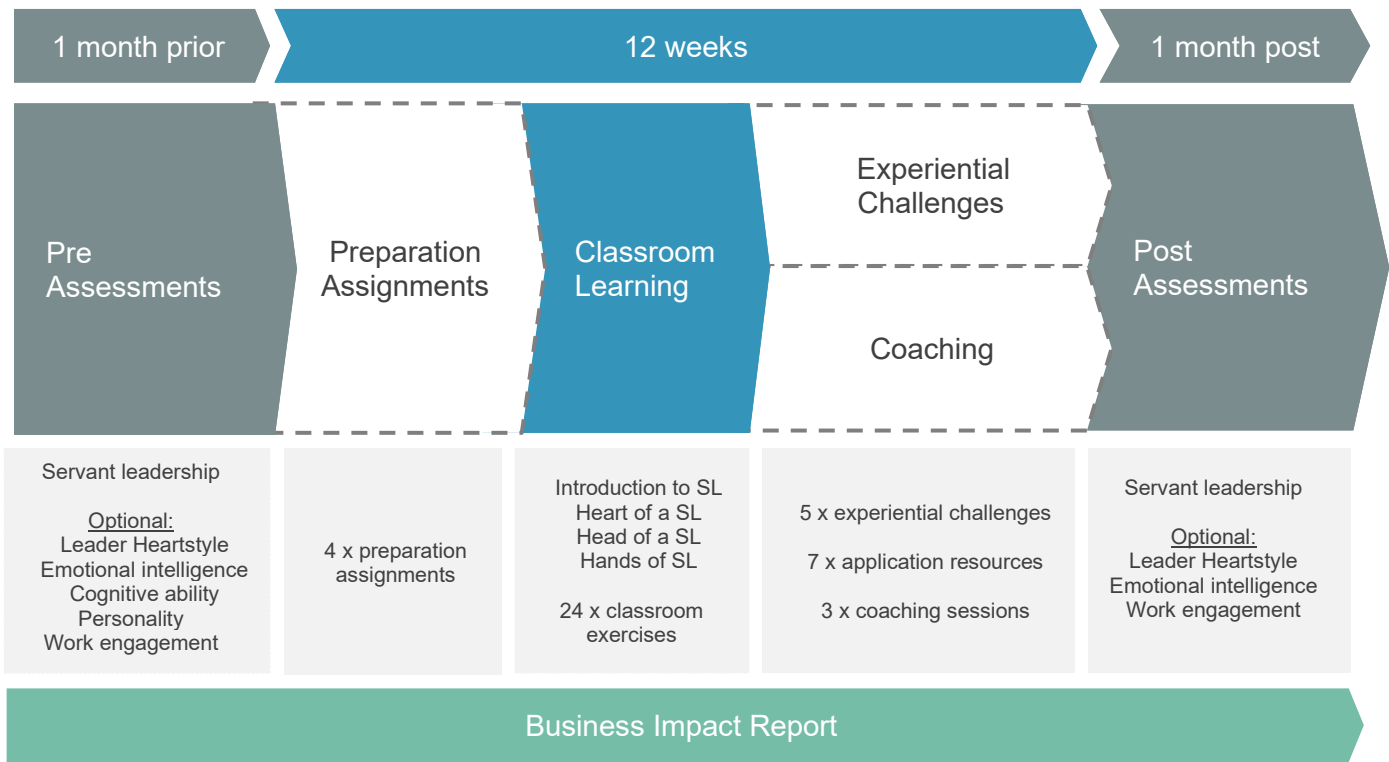
Servant leadership can thus be perceived as a natural and behavioral law of leadership.

## Purpose of the Course

The purpose of this course is to equip leaders with the attributes and competencies to apply strategic and operational servant leadership to empower employees, to build effective, sustaining, and significant organizations and to create a humane society while protecting the environment.

# Course Structure and Overview

The *Servant Leader* course is a comprehensive leadership development program that equips leaders with the fundamental knowledge and skills to apply servant leadership effectively in any organization. The structure of the course is presented below.



The course starts with a pre-assessment and participants complete a 360-degree servant leadership assessment at least one month before the first classroom training session. Other assessments can be added at an additional cost such as a personality assessment, emotional intelligence assessment, cognitive ability assessment, organizational climate and culture assessment, or a leader heartstyles assessment.

After the pre-assessment phase, participants complete preparation assignments, classroom learning sessions, experiential assignments, and coaching sessions over a 12 week period.



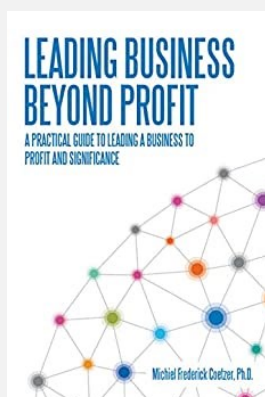
After participants completed the preparation assignments, classroom learning sessions, experiential challenges and coaching sessions, they complete a post-assessment. The pre- and post-assessment results are then compared to determine the progress of the participant. Participants also submit an impact report after the program to indicate any significant changes in the workplace.

A schedule and breakdown of the programme activities is provided in the table below.

Activities	Week 1 - 4	Week 5 - 8	Week 9 - 12
Assignments	<b>Preparation Assignment 1*</b> 360-degree servant leadership assessment  <b>Preparation Assignment 2</b> Read chapter 2	<b>Preparation Assignment 3</b> Read chapter 3 and 4	<b>Preparation Assignment 4</b> Read chapter 5 and 6  <b>Business Impact Report**</b>  <b>Post-assessment**</b> 360-degree servant leadership assessment
Classroom Sessions	<b>Classroom Session 1</b> Introduction to servant leadership  (Leadership overview)  <b>Classroom Session 2</b> The heart dimension of servant leadership  (Leadership Intent)	<b>Classroom Session 3</b> The head dimension of servant leadership  (Strategic Leadership)	<b>Classroom Session 4</b> The hands dimension of servant leadership  (Operational Leadership)
Coaching	<b>Coaching Session 1</b> Assessment feedback, leadership strengths and development areas	<b>Coaching Session 2</b> Application of strategic servant leadership	<b>Coaching Session 3</b> Application of operational servant leadership
Experiential Challenges	<b>Experiential challenge 1</b> Compile an individual purpose and development plan	<b>Experiential challenge 2</b> Translate the company's vision, mission, and strategy	<b>Experiential challenge 3</b> Develop stewardship plans  <b>Experiential challenge 4</b> Optimize working culture  <b>Experiential challenge 5</b> Implement the recover, develop, and support model

Complete one-month *prior* course. \*\* Complete one-month *post* course.

\*



The *Servant Leader* course includes a copy of the following book:

Coetzer (2019). **Leading business beyond profit: A Practical guide to leading a business to profit and significance**. Bloomington, USA: WestBow Press.

# Course Modules

*The Servant Leader* course consists of the following modules:

## 03 | The Head of a Servant Leader

The head dimension of servant leadership focusses on strategic servant leadership and explains two strategic leadership functions, namely to (1) set, translate and execute a higher purpose vision and to (2) become a role model and ambassador in the company that leaves a long-lasting legacy in people, business, and society.



## 01 | Introduction to Servant Leadership

The introduction module defines leadership, explains the elements of leadership, describes the purpose of a leader and provides an overview of leadership theories. Servant leadership is also defined, and the functions and dimensions of servant leadership are explained.



## 04 | The Hands of a Servant Leader

The hands dimension of servant leadership focusses on operational servant leadership and explains two operational leadership functions, namely to (1) monitor and improve the products, systems, procedures and policies of the organization and to (2) align, care and grow employees to execute the higher purpose vision of the organization.



## 02 | The Heart of a Servant Leader

The heart dimension of servant leadership defines leadership intent, identifies different leader-heartstyles, explains the origin of different heartstyles and provide mechanisms to adopt an effective leader-heartstyle.

## Module 1: Introduction to Servant Leadership

The first module consists of the following topics:

- 1.1 Defining leadership.
- 1.2 Elements of leadership.
- 1.3 The purpose of a leader.
- 1.4 Overview of leadership theories.
- 1.5 Self-serving versus servant leaders.
- 1.6 Defining servant leadership.
- 1.7 The functions of a servant leader.
- 1.8 Dimensions of servant leadership.

## Module 2: The Heart of a Servant Leader

The second module consists of the following topics:

- 2.1 Defining leadership intent.
- 2.2 Different leader-heartstyles.
- 2.3 Origin of leader-heartstyles.
- 2.4 Mechanisms to adopt an effective leader-heartstyle.

## Module 3: The Head of a Servant Leader

The third module consists of the following topics:

- 3.1 The principles and practices of the *first* servant leadership function:
  - 3.1.1 Create a higher purpose vision.
  - 3.1.2 Translate the higher purpose vision (strategies and goals).
  - 3.1.3 Execute the higher purpose vision.
  - 3.1.4 Leadership and business ethics.
  - 3.1.5 Required characteristics and competencies.
- 3.2 The principles and practices of the *second* servant leadership function:
  - 3.2.1 Self-knowledge: Discover your unique personal strengths.
  - 3.2.2 Self-management: Manage your mental, physical, and emotional state.
  - 3.2.3 Self-improvement: Create a personal development plan.
  - 3.2.4 Self-revealing: Reveal your authentic self and communicate effectively.
  - 3.2.5 Self-reflection: Practice self-reflection techniques.
  - 3.2.5 Stay within the rules: Role-model ethical behavior.
  - 3.2.6 Required characteristics and competencies.

## Module 4: The Hands of a Servant Leader

The fourth module consists of the following topics:

- 4.1 Transition from strategic to operational servant leadership.
- 4.2 The principles and practices of the *third* servant leadership function:
  - 4.2.1 Apply good stewardship.
  - 4.2.2 Monitor impact and progress.
  - 4.2.3 Improve products, processes, procedures, systems, and policies.

4.2.4 Required characteristics and competencies.

4.3 The principles and practices of the *fourth* servant leadership function:

4.3.1 Apply employee-position alignment techniques.

4.3.2 Create an effective organisational climate and culture to engage employees.

4.3.3 Apply multiple leadership approaches to grow and empower followers.

4.3.4 Required characteristics and competencies.

4.3 Cultivate servant leaders in the organization.

4.4 Frameworks to implement servant leadership.

## Course Design

*The Servant Leader* course includes the following learning methods:

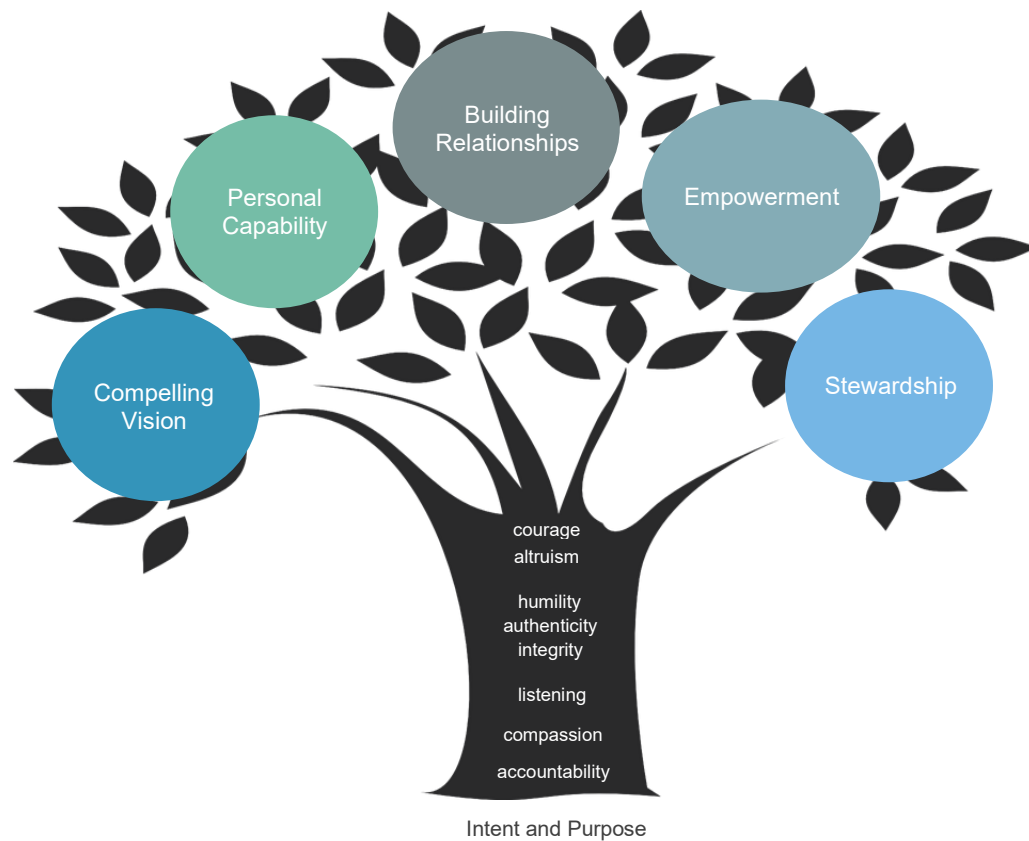
- Psychometric and other assessments.
- Preparation assignments.
- Classroom learning.
- Practical classroom exercises.
- Experiential learning (workplace assignments).
- Gamification.
- Micro-learning.
- Social learning.
- Neuro-learning.
- Coaching.
- Self-reflection.
- Application resources.

Multiple learning methods are used to sustain learning and to ensure effective application of learning in the workplace.



## Behaviors and Competencies

*The Servant Leader* course cultivates the following leadership behaviors and competencies:



Competencies		Behaviors
Compelling Vision	The ability to evaluate past events, current trends and potential future scenarios to conceptualise and translate a higher purpose vision to the value of people, organisations, society as well as the environment.	Courage Altruism
Personal Capability	Leading and developing oneself towards enhanced personal effectiveness, wellbeing and optimal functioning.	Authenticity Humility Integrity
Building Relationships	The ability to build trustful relationships, to communicate effectively with others, to understand the needs, aspirations, potential and mental model of others, and to work in collaboration with others.	Listening
Empowerment	The ability to align individual talent, to create an effective working climate, to develop others, to transfer responsibility and authority to others, to build self-confidence, wellbeing, and proactive behaviour in others, and to help others mature emotionally, intellectually, and ethically.	Compassion
Stewardship	The ability to utilize resources effectively to produce the best return-on-investment for the Owner in the shortest timespan with an attitude of being a caretaker in life rather than an owner of life.	Accountability

Source: Coetzer, Bussin & Geldenhuys (2016)

## Delivery Options

The *Servant Leader* course can be delivered via three options:

OPTIONS	Electronic Learning	Virtual Learning	Classroom Learning
PRICE	\$99 p.p.	\$500 p.p.	\$700 p.p.
Textbook	-	E-book	Hard-copy book
Learning sessions	Electronic	Webinars	Classroom
Workbook	-	Included	Included
Preparation assignments	-	Included	Included
Experiential assignments	-	Included	Included
Servant leadership assessment	-	Included	Included
Coaching sessions	-	Included	Included
Business impact report	-	-	Included
OPTIONAL			
Heartstyles assessment	\$200 p.p.	\$200 p.p.	\$200 p.p.
Personality assessment	\$200 p.p.	\$200 p.p.	\$200 p.p.
EQ assessment	\$250 p.p.	\$250 p.p.	\$250 p.p.
Cognitive ability assessment	\$400 p.p.	\$400 p.p.	\$400 p.p.

Prices are quoted per person and exclude travel, accommodation, venue hire and catering costs.

# Contact Details

For bookings or any further inquiries, feel welcome to contact us.

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